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Established in 1817, Ghent University today is a top 100 university in the heart of Flanders, with around 41,000 students and 9,000 employees from all over the world. Our main campuses and research facilities as well as our university hospital are situated in the beautiful city of Ghent. Ghent University also has a campus in Kortrijk and an international branch campus in South Korea. The university’s 11 faculties and 5 Doctoral Schools cover the entire research spectrum and are home to over 4,000 doctoral researchers. Over 600 of them are awarded a doctoral degree each year.

When it comes to research and scientific outreach, Ghent University has established an impressive reputation. Our university boasts a considerable number of excellent research centres and laboratories. Projects in various disciplines are internationally well-received and enjoy world-wide renown. All these efforts are rewarded by competitive positions in the international rankings.

Ghent University prides itself on being a knowledge hub which is not only forward thinking, but also self-questioning and authentic. Its motto is ‘Dare to think’. As a consequence, scientific curiosity, innovation and academic freedom are at the core of this organisation. Ghent University provides ample opportunity for creative young researchers to develop their ideas.

Ghent University does not simply want to be a research hotel that lends a ‘roof’ to researchers. It rather strives to build a ‘research nest’ where young researchers are properly guided, work in a pleasant and nurturing environment and are encouraged to spread their wings. Immersed in an inspiring research community, doctoral researchers are directly involved with cutting-edge research. They undertake independent research under the supervision of a senior academic, with the aim of contributing to the scholarly knowledge in their research area and having an impact on society at large. The networks and competencies they acquire during their doctoral studies will shape their future working life and offer them career opportunities all over the world.

Ghent University offers doctoral researchers a vibrant international and multidisciplinary research community in the beautiful city of Ghent state-of-the-art research infrastructure and facilities high-quality doctoral supervision and training.
THE BEAUTIFUL CITY OF GHENT

Most research groups and facilities of Ghent University are situated in, or in the close neighbourhood of, the city of Ghent. Ghent is a vibrant and creative city in the Dutch speaking part of Belgium, located in the centre of Europe. Ghent counts around 247,000 inhabitants and is home to the largest student population in Flanders. Ghent’s inner city offers several historic buildings including a beautiful medieval castle. It is also renowned for its harbour, its annual street festival – the largest in Europe! –, its famous painting of the Mystic Lamb, its FilmFest, its (vegetarian) restaurants, bars and much more.
A VIBRANT RESEARCH COMMUNITY

During its 200-year history, Ghent University has built up a firm research reputation. The university has an extensive record of internationally recognised research work – in the past and present.

The Ghent University professor Corneille Heymans was the only person from Flanders to ever receive the Nobel prize for Medicine. Friedrich August Kekulé was the founder of modern organic and analytical chemistry. The physicist Joseph Plateau did ground-breaking work for cinematography. Maurice Maeterlinck won the Nobel prize for Literature. Henri Pirenne did world-class research in medieval history. In more recent years Ghent University has pioneered developments in material sciences such as smart textiles, high performing composites, and cutting-edge concrete. It has been at the forefront of scientific discoveries in plant biotechnology (e.g. ground-breaking researchers as Marc Van Montagu, Walter Fiers, and Jozef Schell) and in medicine (e.g. first lung transplant, world-class research in immunology and cell death, HIV research by Marleen Temmerman) but also made a mark through policy advice based on excellent scholarship in areas such as human rights, trans-Atlantic trade, EU institutional reform, immigration issues.

Within its research portfolio, Ghent University combines fundamental and applied research of high quality and also invests in development cooperation. The university fosters cross-disciplinary collaboration and partnerships with industry. Several innovating companies have their roots in research work at Ghent University.
Scientific research is the driving force of Ghent University. Researchers make discoveries that have an impact on society at large, breathe new life into education, and establish the basis for a forward-looking knowledge society.

Innovation and academic freedom form the core of all scientific research. Strong results are only possible when the process is sound and of excellent quality. Stakeholders (citizens, government, industry, society, ...) count on science for objective numbers and balanced interpretations. Moreover, scientific research demands an ethical correct conduct in all circumstances and an access to results and data which is as open as possible. Ghent University dedicates herself daily to maintain and improve these quality requirements.

Ghent University research has both feet firmly rooted in society. Its academics make their expertise widely available in the service of the community and work in close contact with the various beneficiaries of science, ranging from companies, policymakers, civil society and the general public. Both economic and societal value creation is encouraged and valued.

Today, Ghent University is an inspirational home to nearly 7,500 researchers, many of whom have an international background. It is thus not surprising that English is the medium of communication in many research departments and the main language of instruction in the doctoral training programme, although the official language in Flanders is Dutch.
TOP-NOTCH RESEARCH INFRASTRUCTURE
AND FACILITIES

At Ghent University an important number of top-notch research centres and laboratories are active in different scientific domains.

Two science parks and two incubators are connected to Ghent University. The science parks house knowledge-intensive companies that work together with the laboratories of the university. The incubators make available infrastructure and services to support these young high-tech starting companies, including spin-off companies.

The university closely collaborates with world-leading research centres in the region, such as the Flemish Institute for Biotechnology (VIB), and imec (R&D and innovation hub in nanoelectronics and digital technologies).
HIGH-QUALITY DOCTORAL SUPERVISION AND TRAINING

At Ghent University, there is no single path to a doctoral degree. The university offers a tailor-made, flexible trajectory to each of its doctoral researchers. Nevertheless, all individual trajectories are embedded in a strong research culture underpinned by the European 'Charter and Code for Researchers', the 'Principles for Innovative Doctoral Training' as well as the university’s ‘Quality framework for doctoral education’. Integral to this are the high-quality supervision and provision for doctoral researchers as well as the adherence to the highest possible professional standards regarding responsible research, research integrity and ethics.

SUPERVISORY TEAMS

All doctoral researchers at Ghent University have at least one supervisor (who is a member of the university’s professorial staff). In addition, they have at least one co-supervisor, a mentor or a doctoral advisory committee. The supervisory teams create the scientific environment needed to successfully conduct doctoral research. The ‘Charter for doctoral students and supervisors’ offers a comprehensive overview of guidelines and recommendations for all kinds of collaborations involving a doctoral researcher and a senior advisor. The Charter states in broad terms the rights and duties of a doctoral researcher and helps to make sure that the latter’s expectations match those of the research supervisors.

DOCTORAL ADVISORY COMMITTEE

Doctoral advisory committees are officially appointed by the faculty to support, follow-up and assess doctoral researchers during the entire research period. In some faculties having a doctoral advisory committee is mandatory, in others a committee is established at the request of the doctoral researcher or the supervisor(s). An advisory committee consists of three to five members, including the dissertation supervisor(s). At least one member is not affiliated with the supervisor’s department and comes preferably from outside Ghent University. The committee builds a bridge between the research department at Ghent University and the wider scientific community. A doctoral advisory committee monitors the progress of the research project and advises on the continuation of the doctorate. The committee formulates suggestions for new research directions and recommends training opportunities.

ANNUAL PROGRESS REPORT

Ghent University closely monitors the progress of all doctoral study trajectories in order to assure a timely completion of the doctoral dissertation. A positive evaluation of the research progress is a prerequisite to continue the doctoral research as well as to re-enrol for the next academic year.

A doctoral researcher is required to submit an annual progress report in which the evolution of the research (in relation to the original work plan) and the courses and research activities that have been completed, are reflected upon. This report is discussed with the supervisor(s) and – if in place – with the doctoral advisory committee.

THE DOCTORAL SCHOOLS

Doctoral research is conducted within one of Ghent University’s faculties. At the same time doctoral researchers join one of the five Doctoral Schools:

− Doctoral School of Arts, Humanities and Law
− Doctoral School of Social and Behavioural Sciences
− Doctoral School of Natural Sciences
− Doctoral School of (Bioscience) Engineering
− Doctoral School of Life Sciences and Medicine

The Doctoral Schools optimise the support that Ghent University provides during all phases of the doctoral process: from enrolment to completion and beyond. The Doctoral Schools offer researchers a chance to meet peers who specialise in related or different disciplines. The Schools organise a wide range of excellent specialist courses in specific research domains as well as interdisciplinary lectures on ‘hot topics’ in research. The Doctoral Schools also run an extensive university-wide transferable skills programme and offer career guidance.

DOCTORAL TRAINING

Ghent University fosters countless training initiatives that are open to all doctoral researchers. As such, doctoral researchers become members of a research team that provides intensive (individual) support and coaching, with a strong focus on training-on-the-job. Doctoral researchers are also given access to a wide-range of training facilities. The University Library, the TechTransfer Office and the Language Centre are only few of the entities within the university that offer training to doctoral researchers. Doctoral researchers are also invited to take part in the challenging Ghent University Doctoral Training Programme.

This training programme allows for a combination of academic and transferable skills training. Advanced (specialised) courses, transferable skills workshops and high-profile research activities broaden as well as deepen a young researcher’s scientific knowledge and generic skills. Doctoral researchers can tailor their education to their evolving skills and interests, and they are stimulated to discover and develop their talents.

GHENT UNIVERSITY’S DOCTORAL TRAINING PROGRAMME

− 3 specialist courses
− 3 transferable skills seminars
To be chosen from the following clusters:
− communication
− leadership and personal efficiency
− research & valorisation
− career management
− 3 conference presentations or posters
1 international peer reviewed publication
+ Annual progress reports + Successful doctoral examination
= certificate of the Doctoral Training Programme
Doctoral researchers who meet the requirements of the doctoral training programme receive the (exclusive) certificate of the Doctoral Training Programme of Ghent University, in addition to their doctor's degree.

Although most doctoral researchers are not obliged to attend the training programme, there are a few exceptions. The doctorates in the faculties of Psychology and Educational Sciences and of Economics and Business Administration as well as the 'Doctorates of Arts' in the Faculty of Arts and Philosophy include a compulsory training component. In addition, each faculty can impose compulsory doctoral training as part of the admission requirements. In most faculties it is common, and in some it is compulsory, to publish at least one significant article as part of the doctoral trajectory. Ghent University is increasingly engaged in international (joint) doctoral programmes. These are typically more structured programmes, also with a taught component.

**LANGUAGE SUPPORT**

Although the official administrative language used at Ghent University is Dutch, English is the medium of communication in many a research department and the main language of instruction of the doctoral training programme. Many doctoral researchers write their dissertation, and take the doctoral examination, in English, although Dutch, or in some cases (e.g. in the case of language studies) other languages, are also being used.

Consequently, Ghent University expects doctoral researchers to be sufficiently proficient in (academic) English when they start their doctoral studies. The university strongly encourages and actively supports doctoral researchers to acquire an even more advanced level of (academic) English. In collaboration with the University's Language Centre, the Doctoral Schools organise classes for doctoral researchers to further develop their scholarly writing skills as well as their presentation skills in English.

**CAREER GUIDANCE**

Ghent University offers a wide range of career services, empowering doctoral researchers to discover and pursue the career of their choice. Doctoral researchers are encouraged to develop their employability skills, make career choices and further grow their job application and interview skills. They are invited to join workshops in which they explore their personal strengths and career expectations as well as discover the world of work beyond academia. In group sessions they learn to write a cover letter and cv as well as prepare for a job interview. It is also possible to sign up for individual career counselling or book a cv analysis.

Doctoral researchers are motivated to actively explore the labour market already early on in their academic careers. During the annual conference 'From PhD to Job Market' they have an opportunity to meet inspiring doctoral graduates who developed a successful career outside academia. The Job Market for Young Researchers, organised yearly in the Spring, brings together companies that are actively looking for doctoral graduates.

**OMBUDSPEOPLE**

Ghent University has created, at faculty as well as at a central level, a network of competent ombudspersons and mediators for doctoral researchers. They intervene in case of a (communication) problem or conflict with the supervisor or others involved in mentoring and monitoring the doctoral research.
DOCTORAL PROGRAMMES ORGANISED
AT GHENT UNIVERSITY

Ghent University awards doctoral degrees in a wide range of disciplines.

The university not only organises a wide range of local doctoral programmes, it also co-organises several international doctoral training programmes.

To stimulate and facilitate interdisciplinary research, Ghent University awards interdisciplinary doctoral titles, combining at least two existing doctoral degrees.

Ghent University furthermore awards joint (or double) degrees to doctoral researchers who are advised by supervisors from at least two universities and who spend at least six months in each institution. Participation in an international doctoral (training) programme typically leads to a joint doctorate.
BUILDING BLOCKS TO START A DOCTORATE

Four building blocks need to be in place to start a doctorate at Ghent University:

1. A well thought out research proposal, situated in one or more of the disciplines in which Ghent University organises a doctoral degree
2. The support of at least one Ghent University professor who is willing to act as supervisor
3. Funds to cover the cost of living and the cost of the research
4. The permission of the faculty that awards the doctoral degree, to enrol as a doctoral student

Ghent University expects a high degree of initiative of its (future) doctoral researchers in putting together themselves the building blocks to start their doctorate. Grades are an important, but not the only indicator of one’s ability to conduct research.

SUPERVISOR

The explicit commitment of a Ghent University professor who is willing to act as supervisor is needed to start a doctorate. This commitment is also needed if a competitive scholarship is applied for.

This (main) supervisor has to be a member of Ghent University’s tenured academic staff (a ‘ZAP-member’ or ‘professor’ from the rank of ‘docent’ or above), a guest professor commissioned with research or a retired professor with the exceptional permission to continue educational activities. Other researchers – e.g. professors from other universities, postdoctoral researchers, research staff from research institutes, in some cases people without a doctoral degree – can co-supervise the doctoral research.

One is welcome to contact one or more specialists at Ghent University in order to find out whether they are willing to act as supervisor. The Ghent University Research Directory is a good starting point to look for experts.

FUNDING

It is possible to be accepted as a doctoral researcher at Ghent University without having obtained funding for one’s research. Nevertheless, money matters. Although Ghent University accepts part-time doctoral researchers (who combine their research with a job unrelated to their doctoral project), it is highly recommended to have the financial means to work fulltime on the doctoral research for a period of at least three years (preferably four years). Having secured sufficient financial means in some cases is also essential to be able to officialise one’s stay in Belgium.

It is important not only to cover the costs of living in Ghent, but also to have additional financial means to cover research-related costs.

SECURE AN INCOME

There are essentially two ways to secure an income: one can either apply for a vacant position at Ghent University or one can obtain a competitive scholarship with Ghent University as the host institution.

An international doctoral candidate may consider applying for a ‘portable’ scholarship in his/her home country. Prospective doctoral researchers can also apply for a research position in, for instance, a research institute (e.g. VIB or ILVO) or archive (e.g. State Archives) and work under the supervision of a Ghent University professor to obtain a doctoral degree. Opportunities are announced on the website of the respective institutes.

Ghent University offers the same kind of support, doctoral training and supervision to all doctoral researchers, no matter how the research is being funded. Nevertheless, the different ways through which doctoral research is being funded, cause some differences. These differences relate amongst others to the specific tasks doctoral researchers perform in their research group (in particular teaching load), opportunities to combine the doctoral research with other (paid) activities or with (subsequent) master studies and the fiscal regime.

FUNDING TO COVER ADDITIONAL RESEARCH-RELATED COSTS

Doctoral research involves a number of costs. Firstly, there is the tuition fee to be paid upon first enrolment (and again when registering for the doctoral examination). Doctoral researchers should be prepared to fund additional expenses, such as travel costs to attend conferences, lab equipment expenditures, costs of consumables, books, a computer etc. Also for some parts of the doctoral training programme additional registration fees have to be paid.

The Ghent University faculties have developed a general bench fee rule, i.e. a preset amount that is needed to cover these costs – although exemptions are possible. Some doctoral researchers are able to rely on a budget dedicated to cover research-related costs as it comes with their scholarship or research project. For others the research department or supervisor may provide additional funds. Internal and/or external agencies can be approached for extra financial support.

ADMISSION

Having obtained funding for pursuing (doctoral) research does not mean that one is automatically admitted to enrol as a doctoral student at Ghent University. Approval is needed from the faculty granting the doctoral degree. Vice versa, being admitted to enrol for the doctorate at Ghent University does not automatically imply that the doctoral research pursued will be funded by Ghent University.

There is no deadline for application and Ghent University does not charge an application fee.

Doctoral studies are open to holders of a master degree or a degree of minimum four years of study considered equivalent by the university. Many doctoral researchers hold a master degree in the field in which they plan to earn a doctoral degree, but often this is not a prerequisite. In case the degree was obtained abroad or a master degree is lacking, one may be required to pass a predoctoral training programme which provides the background needed to conduct scientific research. Authenticated with a postgraduate certificate, the successfully completed predoctoral training programme is an admission requirement for the doctorate.

In some cases proof of sufficient English proficiency will have to be provided.
Meeting the requirements, the faculty decides whether or not one is granted permission to enrol as a doctoral student. The faculty in particular evaluates the candidate’s background as well as the research topic or proposal, and has to approve the proposed supervisor(s). Even though they are admitted to the doctoral studies, some doctoral researchers have to complete a doctoral training programme before being able to enrol for the doctoral examination (in some cases before they re-enrol for the second year).

Specific selection procedures apply to enter the international doctoral programmes organised at Ghent University. Having been selected for one of these international programmes and wanting to obtain a doctoral degree at Ghent University, one also has to apply for admission for the doctorate at Ghent University. The doctoral researcher is simultaneously enrolled for the international programme and for the Ghent University doctoral programme.

Having been admitted, doctoral researchers are required to enrol and pay the tuition fee. It is possible to enrol throughout the academic year. The tuition fee includes the costs related to the individual supervision and gives access to a wide range of free training opportunities as well as to a number of Ghent University facilities (free or at a reduced price), such as the University Library, the ICT-infrastructure, the student restaurants and the sports centre. The tuition fee does not, however, cover all research-related costs (see above).

Ghent University offers specific support to doctoral candidates with a non-Benelux degree. They can apply online and the necessary information will be automatically generated and sent to them. Having successfully applied for a doctoral programme at Ghent University, an official letter of admission, enabling doctoral researchers to apply for a visa, for a scholarship, for housing in Ghent University’s halls of residence as well as to enrol at Ghent University, will be sent out.
THE DOCTORAL EXPERIENCE AT
GHENT UNIVERSITY

The doctoral study period is an exciting time during which unique training is undertaken, research activities are carried out and exceptional knowledge and competencies are acquired.

Research implies elaborate lab or field work, a thorough study of relevant secondary literature, the publication of scholarly articles, the attendance of academic conferences, symposiums, courses and seminars, in some cases even outreach or transfer activities and much more. Doctoral researchers are expected to plan, organise and do their work independently under the supervision of their supervisor(s). After completion of their doctorate doctoral researchers will have gained highly valuable competencies and have acquired in-depth scientific knowledge. However, research is not something one merely does for oneself. As it is of the utmost importance to further the boundaries of scientific knowledge, it is imperative to share one’s research findings with the (academic) world.

PUBLISHING

Ghent University encourages and supports all its doctoral researchers to publish (parts of) their research in academic journals and books as well as to share their research findings with a broader audience. In some faculties publishing in outstanding international peer-reviewed academic journals is a prerequisite to be able to take part in the doctoral examination. The supervisor(s) will help the doctoral researchers to develop a sound publication strategy, taking into consideration the specific publication culture within their discipline.

Publishing is the ultimate way to test research ideas and findings against an audience beyond the compact circle of immediate colleagues. By publishing the doctoral researcher enters into a dialogue with other researchers, but also with various segments of society. Publications are quality indicators for research. Publications are useful means to learn how to organise, structure and articulate one’s thoughts and findings in a convincing way. It is also a lesson in receiving feedback. In particular when submitting publications to the editorial board of a peer-reviewed journal, doctoral researchers will receive useful comments from the peer reviewers and the editors.

PRESENTING

Participating in conferences (with an oral presentation or a poster, or as a member of a panel) is another essential part of the life of doctoral researchers at Ghent University. Conferences are another way of communicating research results. Bringing together specialists in a specific field, doctoral researchers are given the opportunity to discuss their research findings with experts from all over the world and thus to enrich their research with the views and ideas of other scholars. Conferences also allow doctoral researchers to learn to speak in front of an audience of interested listeners, in all likelihood in English. Doctoral researchers are also given plenty of opportunities to enter into dialogue with different types of audiences, not just peers, but also the press or school children.

TEACHING

At Ghent University research and education go hand in hand. It is one of the core missions of the university to transfer the findings of its researchers into its bachelor and master programmes. Members of the assistant academic staff are required to teach or assist in labs. Research groups often also engage other junior researchers in their teaching activities, thus not only immersing bachelor and master students in a research intensive environment but also boosting the teaching competencies of the doctoral researchers.

TEAMWORK

Although doctoral researchers perform research independently, they rarely work entirely on their own. They pursue their doctorate in close collaboration with their supervisor(s), their research group or department and their peers. Some doctoral projects are part of a larger research programme, in which doctoral researchers collaborate with researchers in and outside their own department. Within their research group doctoral researchers can be expected to attend department meetings. It is not uncommon that they have to make team arrangements about the use of specific equipment or research facilities.

INTERNATIONAL AND INTERSECTORAL MOBILITY

A research stay abroad or outside academia can really boost the doctoral experience. Doctoral researchers can spend a period outside Ghent University collecting research data, learning new techniques from an expert in their field, visiting a library that holds a special collection or working in a research group at another university or in a private company, non-profit or governmental organisation.

Becoming mobile gives the researchers the opportunity to work in the best environments of the world, to network with key people in their field, to learn new skills and insights and to step out of their comfort zone. Mobility is within reach of each doctoral researcher. There are several funding opportunities for international mobility and a large range of projects allows collaboration with a non-academic partner. Doctoral researchers involved in an international project or international doctoral programme usually have to spend a considerable part of the time in another university or research institute. Certain scholarships and projects assume that doctoral researchers commute between Ghent University and a university in a developing country to guarantee a continuous knowledge transfer (the so-called ‘sandwich PhD scholars’). Some doctoral projects explicitly include research stays in companies, non-governmental organisations etc.

NETWORKING

Within the research group, at conferences, in training courses, during research stays abroad or when collaborating with a company, doctoral researchers have plenty of opportunities to network. They exchange information, consult other professionals, share research infrastructure, co-author articles, set up collaborations and much more. Networking helps doctoral researchers to position themselves within the larger scientific community and it might open perspectives for the future.

OUTREACH

Doctoral researchers are stimulated to invest time in a good communication and outreach strategy for themselves and their research. They are encouraged to broaden their audience (beyond the scientific community) and to involve specific stakeholders of their research topic and the wider public. They are challenged to take care of their digital identity and...
use different communication tools and media. Doctoral researchers can attend classes in communication skills and knowledge transfer. They are welcome to join the activities organised by the university museum and the science communication unit. There are also several outlets for research communication, such as press releases by the Communication Office and the online community through @ResearchUGent (Twitter account dedicated to research).

Ghent University supports its doctoral researchers to get the most out of their research results, both during their doctorate and upon graduation. Doctoral researchers can get help from the Research Co-ordination Office to find funding to continue their research. Doctoral researchers who want to create research collaborations with industry, start a spin-off or licence their research findings get advice and support from UGent TechTransfer. UGent TechTransfer also trains researchers who want to gain a general understanding about technology transfer.
THE FINAL PHASE OF THE DOCTORATE:
THE DOCTORAL EXAMINATION

The final results of one’s doctoral research are brought together in a doctoral dissertation: a monograph or compilation of articles encompassing a comprehensive scientific report of the research question, methodology and research results. This dissertation should be a distinct contribution of the doctoral researcher’s knowledge of a research subject and should supply ample evidence of originality.

At Ghent University, the written dissertation, as well as the competencies acquired during the doctoral studies, are evaluated by an examination board that consists of internal and external experts in the field of research. The examination is organised in two phases: an examination behind closed doors and a public defence. During the examination behind closed doors the members of the examination board ask high-level scientific questions to investigate whether the doctoral researcher fully masters the research subject. During the public defence, the central ideas of the doctoral research are presented to an audience of experts, colleagues, friends and family. Both the members of the examination board and the audiences can ask questions and clarifications about the research presented. The doctoral defence is also a more festive occasion at which the doctoral work of the preceding years receives recognition through the doctoral degree.
TO INFINITY AND BEYOND

During their doctoral studies at Ghent University doctoral researchers not only acquire top-notch scientific knowledge. They are also challenged to discover their talents and to develop a wide range of skills. At the end of their doctorate they are equally well prepared for an academic as for a non-academic career.

Ghent University’s doctoral graduates are broad-minded high-potentials with a hands-on mentality. They are equipped with a wide range of competencies that make them attractive to employers: communication skills, language skills, project management and leadership skills. They are both team players and individual achievers. They combine strategic insight with analytical ability. They deal with challenges in an innovative, creative and solution-focused way. They react and adapt swiftly and accurately to unexpected changes. They master excellent research skills. They are excellent and multilingual communicators. They are used to adapt their style of presenting to a variety of audiences. They can teach, transfer knowledge and coach others. They are used to meet deadlines. They are enterprising and are able to valorise their research findings. They are used to working in an international and intercultural setting.
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